



# CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

J-8  
DISTRIBUTION: A, B, C, J, S

CJCSI 3137.01A  
22 January 1999

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## THE JOINT WARFIGHTING CAPABILITIES ASSESSMENT PROCESS

### REFERENCES:

- a. Title 10, United States Code, chapters 2, 5, 6, 7, and 8
  - b. CJCSI 5123, 2 May 1997, "Charter of the Joint Requirements Oversight Council"
  - c. CJCSI 3100.01, 1 September 1997, "Joint Strategic Planning System"
  - d. MORS Workshop Report, 28 February 1996, "Joint Requirements Oversight Council Process"
  - e. JROCM 032-97, 31 March 1997, "JROC Administration Guide"
1. Purpose. This instruction provides joint policy and guidance on the role (Enclosure A), organization (Enclosure B), process interrelationships (Enclosure C), management (Enclosure D), and operation (Enclosure E) of the Joint Warfighting Capabilities Assessment (JWCA) process.
  2. Cancellation. CJCSI 3137.01, 22 February 1996, "The Joint Warfighting Capabilities Assessment Process," is canceled.
  3. Applicability. This instruction applies to the Joint Staff, Services, unified commands, Defense agencies, and joint and combined activities.
  4. Policy. This instruction sets forth the procedures and documents necessary to enable the Chairman to fulfill the responsibilities under 10 USC 113(g)(1), 153, and 163 (reference a). The Chairman of the Joint Chiefs of Staff:

a. Provides advice and assistance to the Secretary of Defense in developing written policy guidance for preparing and reviewing program recommendations and budget proposals of Department of Defense (DOD) components.

b. Advises the Secretary of Defense on the extent to which program recommendations and budget proposals of the Military Departments and other DOD components conform to established strategic plans and combatant commands (CINCs) warfighting priorities.

c. Submit alternative program recommendations and budget proposals to achieve greater conformance with these priorities.

## 5. Definitions

a. Joint Warfighting Capabilities Assessments. Teams of warfighting and functional area experts from the Joint Staff, unified commands, Services, Office of the Secretary of Defense (OSD), Defense agencies, and others conduct the assessments. During the assessments, the teams appraise various aspects of joint warfighting within their respective domains. The assessment results are vetted through the Joint Requirements Oversight Council Review Board (JRB); are approved by the Joint Requirements Oversight Council (JROC); and are then used to assist the Chairman in developing the Chairman's Program Recommendations (CPR) and the Chairman's Program Assessment (CPA). The most important work of the JWCA teams involves completing assessments that provide military recommendations to improve joint warfighting capabilities. Enclosures A through E explain the assessment process.

b. Chairman's Program Recommendations. The CPR provides the Chairman's personal recommendations to the Secretary of Defense for consideration in publishing the Defense Planning Guidance (DPG). The CPR is delivered early in each Program Objective Memorandum (POM) cycle and provides input in the programming and budgeting process before the DPG is completed. In accordance with 10 USC 113(g)(1) (reference a), the CPR articulates programs the Chairman deems critical for the Secretary of Defense to consider when identifying DOD priorities and performance goals in the DPG. Although the CPR focuses on the years associated with the applicable DPG, it is not restricted to the Future Years Defense Program (FYDP). The CPR emphasizes specific recommendations that will enhance joint readiness, promote joint doctrine and training, improve joint warfighting capabilities, and satisfy joint warfighting requirements within DOD resource constraints and within acceptable risk levels. Consequently, most of the Chairman's CPR issues are derived from the JWCA findings and recommendations that have been vetted through the JRB and approved by the JROC.

c. Chairman's Program Assessment. The CPA provides the Chairman's personal appraisal on alternative program recommendations and budget proposals to the Secretary of Defense for consideration in refining the defense program and budget. In accordance with 10 USC 153(a)(4) (reference a), the CPA is delivered near the end of the program review cycle; provides the Chairman's assessment of the adequacy of the Military Departments' and other DOD components' POMs; and provides the Chairman's personal input to the Program Decision Memorandum (PDM). The CPA comments on the risk associated with the programmed allocation of Defense resources. The CPA evaluates the conformance of POMs to the priorities established in strategic plans and CINCs' requirements. Where applicable, the Chairman assesses current and future joint warfighting capabilities and recommends alternative programs and budget proposals to the Secretary of Defense. Consequently, most of the Chairman's program recommendations contained in the CPA are derived from the JWCA POM-related findings and recommendations that have been vetted through the JRB and approved by the JROC.

d. The glossary defines other JWCA process terminology.

6. Responsibilities. See Enclosure D.

7. Summary of Changes

a. Updates structural changes in the JWCA process to include a modification of the JWCA areas, domains, and sponsors (Enclosure B).

b. Defines the JRB role in assisting the JROC in shaping and directing the JWCA process in accordance with reference b (Enclosures B and D).

c. Removes the specific listing of the JROC chair and members and replaces the list with the identification of references a and b as the sources that specifically defines the JROC chair and the membership roles (Enclosure D).

d. Expands the list of responsibilities to cover all participants in the process (Enclosure D).

e. Requires JWCA Charters (Enclosure D). Incorporates recent process changes -- formal call for topics, reestablishment of an annual cycle, etc., (Enclosure E).

f. Documents the increased process flexibility and responsiveness due to incorporation of changes, and briefly describes the milestones in the current JWCA process (Enclosure E).

8. Effective Date. This instruction is effective upon receipt.

9. Releasability. This instruction is approved for public release; distribution is unlimited. DOD components (to include the combatant commands), other Federal agencies, and the public may obtain copies of this instruction through the Internet from the CJCS Directives Home Page -- <http://www.dtic.mil/doctrine/jel/cjcsd.htm>. Copies are also available through the Government Printing Office on the Joint Electronic Library CD-ROM.

For the Chairman of the Joint Chiefs of Staff:



V.E. CLARK  
Vice Admiral, U.S. Navy  
Director, Joint Staff

Enclosures:

- A -- Role of the Joint Warfighting Capabilities Assessment Process
- B -- Organization of the Joint Warfighting Capabilities Assessment Process
- C -- Joint Warfighting Capabilities Assessment Process Interrelationships
- D -- Management of the Joint Warfighting Capabilities Assessment Process
- E -- Operation of the Joint Warfighting Capabilities Assessment Process
- GL -- Glossary

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President, Army War College .....	4
President, Air War College .....	4
Director, United States Marine Corps War College .....	4
President, Armed Forces Staff College .....	4

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TABLE OF CONTENTS

	Page
Cover Page .....	1
Distribution .....	i
Table of Contents .....	iii

ENCLOSURE

A -- ROLE OF THE JOINT WARFIGHTING CAPABILITIES  
ASSESSMENT (JWCA) PROCESS

Purpose .....	A-1
Introduction.....	A-1
JWCA Process Overview .....	A-1
JWCA Process Results .....	A-2

B -- ORGANIZATION OF THE JOINT WARFIGHTING CAPABILITIES  
ASSESSMENT PROCESS

Purpose .....	B-1
Introduction.....	B-1
Oversight of the Process.....	B-2
Joint Requirement Oversight Council .....	B-2
JROC Review Board .....	B-2
JWCA Sponsors .....	B-2
JWCA Flag Officers .....	B-2
JWCA Teams .....	B-2
JWCA Team Leaders .....	B-3
JWCA Team Members .....	B-3

C -- JOINT WARFIGHTING CAPABILITIES ASSESSMENT PROCESS  
INTERRELATIONSHIPS

Purpose .....	C-1
Interaction of the JWCA Process .....	C-1

D -- MANAGEMENT OF THE JOINT WARFIGHTING CAPABILITIES  
ASSESSMENT PROCESS

Purpose .....	D-1
Introduction.....	D-1
Participant Responsibilities .....	D-1

Joint Requirement Oversight Council .....	D-1
Director, Force Structure, Resources, and Assessment, (J-8), Joint Staff.....	D-1
JROC Review Board .....	D-2
CINCs .....	D-2
JWCA Sponsors .....	D-2
JWCA General Officer/Flag Officer .....	D-3
JWCA Team Leaders .....	D-4
JWCA Teams .....	D-5
JWCA Team Members .....	D-7
Joint Requirements Division, J-8 .....	D-7

E -- OPERATION OF THE JOINT WARFIGHTING CAPABILITIES  
ASSESSMENT PROCESS

Purpose .....	E-1
Introduction.....	E-1
Process Milestones .....	E-1
Topic Generation and Approval .....	E-4
Review and Approval of CPR/CPA Recommendations .....	E-5
JRB Review of JWCA Work .....	E-5
CINC Participation .....	E-6
JROC Review & Approval of JWCA Recommendations .....	E-7
Milestone Timing.....	E-8

GLOSSARY.....	GL-1
---------------	------

FIGURE

B-1 JWCA Areas, Sponsors, and Participants.....	B-1
C-1 PPBS Cycle.....	C-1
E-1 Process Milestones and Cycle .....	E-2
E-2 Typical Scheduling for JWCA Process Milestones.....	E-9

TABLE

B-1 Synopsis of JWCA Domains.....	B-3
E-1 JWCA Milestones.....	E-2

ENCLOSURE A

ROLE OF THE JOINT WARFIGHTING  
CAPABILITIES ASSESSMENT PROCESS

1. Purpose. This enclosure describes the JWCA process that was established to assist the JROC in fulfilling its statutory requirement (10 USC 181, reference a) to identify and assess the priority of joint military requirements to meet the National Military Strategy (NMS).
2. Introduction. As the principal military advisor to the National Command Authorities and the CINCs' spokesman, the Chairman approaches the assessment of military needs from a joint warfighting perspective to ensure the effective use of joint Service and Defense agency capabilities while minimizing limitations. Such assessments may involve readiness, requirements, and plans for recapitalizing joint warfighting capabilities, eliminating redundant or obsolete capabilities, and investing in emerging capabilities to support future warfighting concepts. The JWCA process is one the mechanisms that the Chairman uses for conducting such reviews.
3. JWCA Process Overview
  - a. JWCA teams, each sponsored by a director of a Joint Staff directorate, examine key relationships and interactions among joint warfighting capabilities and identify opportunities for improving warfighting effectiveness. Teams include appropriate warfighting and functional area experts from various organizations and commands throughout DOD and others as designated by the JROC Chair. The organization of the JWCA teams is contained in Enclosure B.
  - b. Periodically, the JWCA teams present findings and recommendations to the CINCs to obtain feedback (see Enclosure E). CINC participation ensures the assessment process maintains its focus on improving joint warfighting capabilities.
  - c. The JWCA findings and recommendations on joint warfighting capabilities and requirements are presented periodically to the JRB for consideration. The JRB provides appropriate guidance, suggestions, and direction to the JWCA teams prior to the final review. The JRB assists the JROC in integrating and overseeing the JWCA process in accordance with reference b.
  - d. After the JRB review, the JWCA findings and recommendations are presented to the JROC for consideration. The JROC, operating in

accordance with references a and b, uses the JWCA process to assist the Chairman in identifying and assessing the priority of joint military requirements to meet the NMS. The JROC helps the Chairman forge joint military consensus by exploring new alternatives through extensive, open, and candid assessments of joint military warfighting capabilities and requirements by participation of the CINCs, Services, Joint Staff, and Defense agencies in the process.

- e. Enclosure E describes the JWCA process milestones.

#### 4. JWCA Process Results

- a. The Chairman draws on JROC advice that is supported by the JWCA process, as well as from the Joint Chiefs and CINCs input, to fulfill the statutory responsibility to provide advice to the Secretary of Defense concerning program recommendations and budget proposals.

- b. The CPR and the CPA form the basis for fulfilling the Chairman's Title 10 program and budget advisory responsibilities to the Secretary of Defense. Designed to offer the Chairman's personal viewpoint, the CPR and CPA are supported by both the deliberate planning process and the JWCA process. However, the CPR and CPA are produced and delivered separately from other Planning, Programming, and Budgeting System (PPBS) and Joint Strategic Planning System (JSPS) documents. Enclosure C illustrates the interrelationships among the CPR, CPA, PPBS, and JSPS.

ENCLOSURE B

ORGANIZATION OF THE JOINT WARFIGHTING CAPABILITIES  
ASSESSMENT PROCESS

1. Purpose. This enclosure describes the organization JWCA process as outlined in reference b.

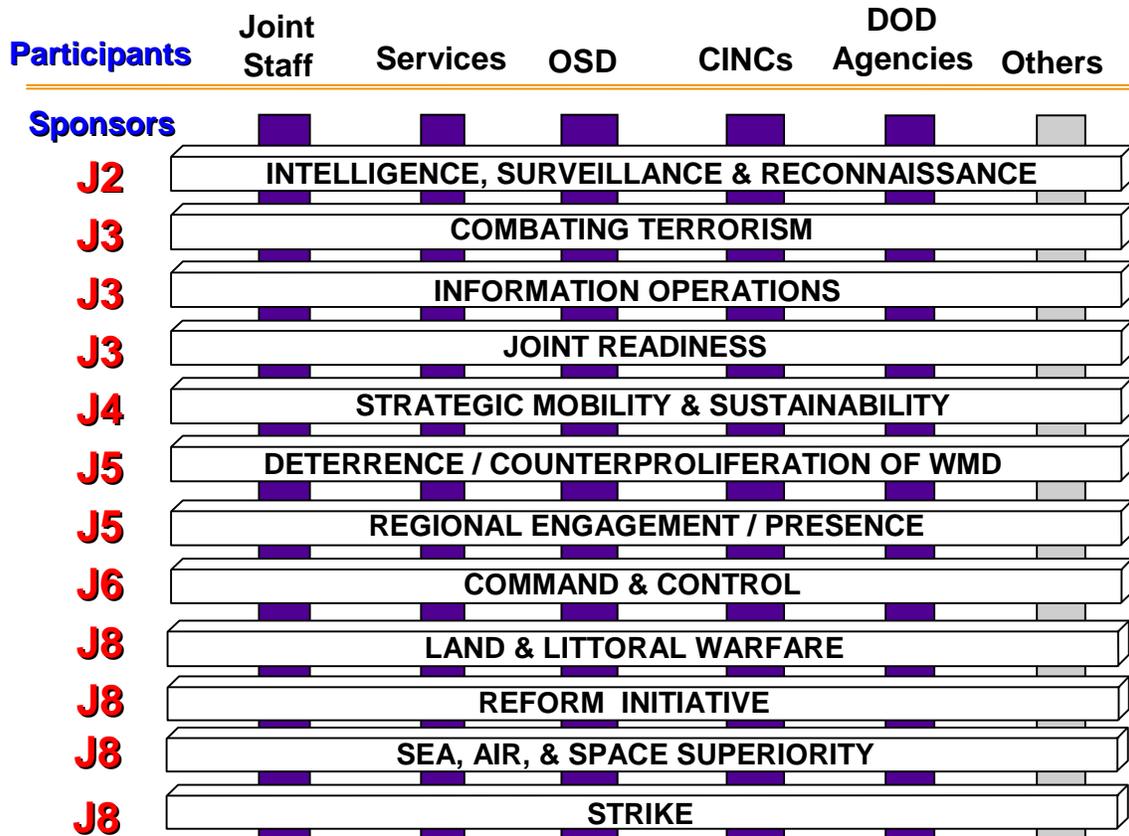


Figure B-1. JWCA Areas, Sponsors, and Participants.

2. Introduction. In April 1994, JROC established the JWCA teams as a means of assuming an expanded role to discuss and create recommendations for joint warfighting requirements. Initially, the JWCA teams covered 10 warfighting areas. In response to the dynamic nature of the strategic environment, JROC modified the names and domains of six JWCA teams and later added two teams (Figure B-1). To remain responsive to the JROC need for joint warfighting assessments, the flexibility of the JWCA process enables it to continue to evolve in response to changes in the strategic environment. Consequently, the number of JWCA teams

and type of operational assessment areas, along with other aspects of the process, will change periodically.

3. Oversight of the Process. The JWCA process is supervised at the following four levels.

a. Joint Requirements Oversight Council. The JROC role expanded to conducting joint warfighting assessments when the JWCA teams were established. The JWCA teams work for the JROC. The JROC approves assessment topics and the JWCA team findings and recommendations prior to incorporation as CPR or CPA inputs.

b. JROC Review Board. With increased emphasis on evaluating joint warfighting requirements, the JROC established the JRB in April 1996 to frame issues, evaluate options, and propose recommendations for JROC consideration. One JRB mission is to assist the JROC in the integration and oversight of the JWCA process by reviewing JWCA insights, findings, and recommendations and by providing guidance and direction prior to final JROC review.

c. JWCA Sponsors. The JROC chair appoints directors of Joint Staff directorates as JWCA sponsors. The sponsors are responsible for establishing JWCA teams to conduct the JROC-directed assessments. Figure B-1 depicts each JWCA team and its sponsor. The sponsors provide functional oversight and guidance for the JWCA teams (See Enclosure D), as well as participate in selected JWCA milestone events listed in Enclosure E.

d. JWCA General/Flag Officers. The JWCA sponsors appoint subordinate Joint Staff general/flag officers (GOFs) to provide direct functional oversight of JWCA team assessments as identified in Enclosure D, to supervise the JWCA team leaders directly, and to participate in selected JWCA milestone events listed in Enclosure E.

4. JWCA Teams. As designed by the JROC, JWCA teams are matrix organizations composed of warfighting and functional area experts who assess recommend improvements to joint warfighting capabilities. A designated team leader presides over each team. Specific team and team leader responsibilities are in Enclosure D. The domains, which describe the scope of the JWCA teams' areas of responsibility, are stipulated in the charters for each JWCA. A synopsis of the domains is contained in Table B-1. Many JWCA domains overlap or are interrelated. Warfighting is complex, requires varied capabilities, and contains numerous variables; therefore, the JWCA process was specifically designed with broad domains to foster integration and to reduce the tendency for stovepiped recommendations. The interaction and integration among

JWCAs help ensure that JWCAs do not become horizontal stovepipes to replace traditional vertical staff stovepipes (reference d).

a. JWCA Team Leaders. The leader directs, guides, and assesses the team efforts as stipulated in Enclosure D. The JWCA sponsor appoints the team leaders.

b. JWCA Team Members. Team members, as depicted in Figure B-1 and listed in Enclosure D, come from the Joint Staff, unified commands, Services, OSD, Defense agencies, National Guard, Reserve components, and others as deemed necessary. It is important that specific individuals are assigned to serve as team members and that they participate in the assessment efforts throughout the process. This ensures continuity of effort and the thorough appraisal of the issues that affect joint warfighting.

TABLE B-1. SYNOPSIS OF JWCA DOMAINS

JWCA	DOMAIN SYNOPSIS
Intelligence, Surveillance, and Reconnaissance (ISR)	Assess warfighting capabilities and requirements in the areas of intelligence -- planning and directing; surveillance and reconnaissance systems capabilities and architectures; collecting, tasking, processing, exploiting, disseminating, and integrating; analysis and production; doctrine, organization, training, and education; personnel and manpower; and information superiority and battlespace awareness.
Combating Terrorism (CBT)	Assess antiterrorism and force protection requirements, which include policy, operations, intelligence, information, training, technology, and resources.
Information Operations (IO)	Assess joint warfighting and war prevention objectives for IO to identify capability shortfalls, and explore future capabilities to meet operational shortfalls.
Joint Readiness	Assess warfighting capabilities and requirements that have direct impact joint readiness.
Strategic Mobility and Sustainability (STRAT MOB)	Assess focused logistics warfighting capabilities to include joint deployment and rapid distribution, multinational logistics, logistics information fusion, force health protection, agile infrastructure, and joint theater logistics management.
Deterrence/Counterproliferation of Weapons of Mass Destruction (DET/CP)	Assess warfighting capabilities and requirements to address the range of DOD efforts to deter and defend against potential adversaries' decision to acquire, threaten the use of, or employ WMD to achieve political or military goals.
Command and Control (C2)	Assess warfighting capabilities with primary focus on synchronized fielding of joint C4 systems to support combatant command requirements.

JWCA	DOMAIN SYNOPSIS
Land and Littoral Warfare (LLW)	Assess joint warfighting capabilities, weapons systems, force structure for the battlespace to the limits of the Corps/MEF area of interest to include forcible entry, sustained land combat, close air support, special operations, military operations other than war, and maritime operations. Also, assess dominant maneuver operational concepts.
Reform Initiative (RI)	Assess impacts of reform and other actions or initiatives on warfighting capabilities and readiness.
Sea, Air, and Space Superiority (SASS)	Assess joint warfighting capabilities to gain and maintain sea, air, and space superiority in the joint operating area (JOA) and assess full dimensional protection operational concepts.
Strike	Assess joint warfighting requirements related to conventional strike weapons, platforms, and associated mission support architectures. Also, assess precision engagement operational concepts.

ENCLOSURE C

JOINT WARFIGHTING CAPABILITIES  
ASSESSMENT PROCESS INTERRELATIONSHIPS

1. Purpose. This enclosure describes the interaction of the JWCA process with the PPBS, JSPS, and acquisition processes.
2. Interaction of the JWCA Process. The JWCA process is not a formal part of the PPBS, JSPS, or acquisition processes. As illustrated in Figure C-1, the JWCA process and the PPBS cycle are informally connected through the CPR and CPA. The CPR and CPA are two major JWCA process outputs that provide the Chairman's personal input to the DPG and the PDM and that serve as informal inputs to the PPBS process. The CINCs' integrated priority lists (IPLs) are common to the JWCA process and the PPBS cycle. The IPLs serve as a joint warfighting input for the JROC JWCA process and the SecDef PPBS cycle.

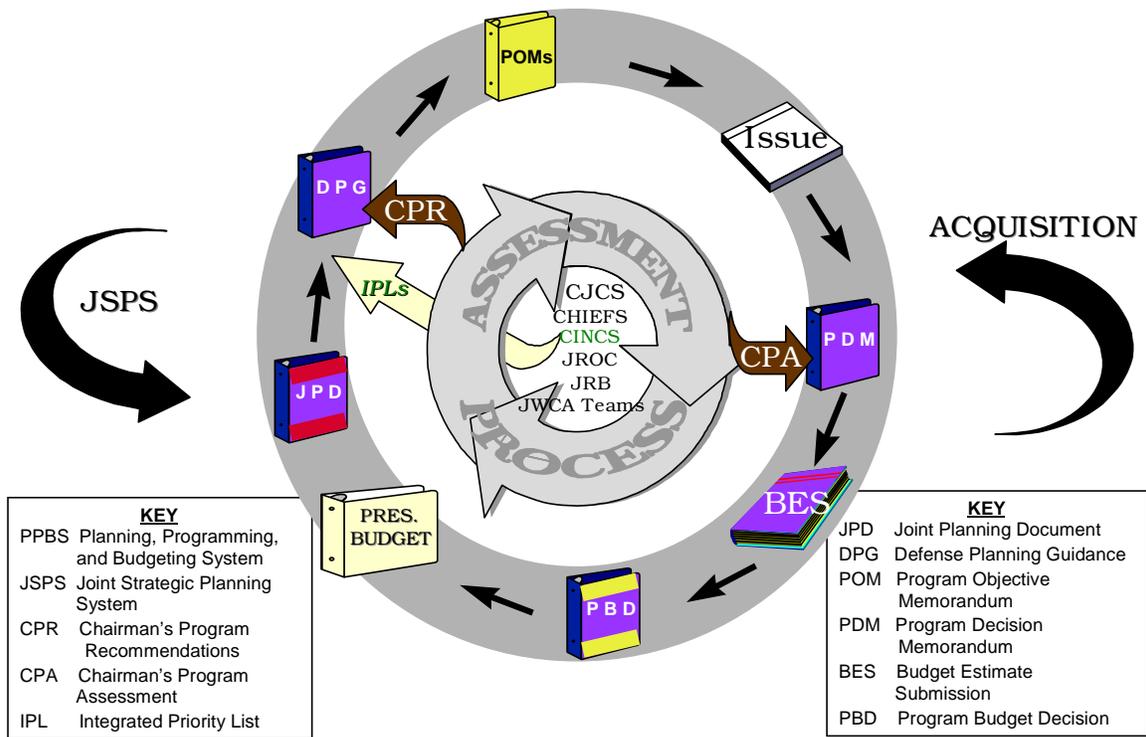


Figure C-1. PPBS Cycle

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ENCLOSURE D

MANAGEMENT OF THE JOINT WARFIGHTING  
CAPABILITIES ASSESSMENT PROCESS

1. Purpose. This enclosure explains how the JWCA process is managed by defining the responsibilities of the participants in the JWCA process.

2. Introduction. In accordance with reference b, various DOD organizations participate at different levels throughout the JWCA process. The responsibilities of each participant depend upon the level at which they involved.

3. Participant Responsibilities

a. Joint Requirements Oversight Council. The JROC membership and chair are stipulated in 10 USC 181 (reference a) and the JROC Charter (reference b). The JROC is the focal point of the JWCA process and, as outlined in the JROC Charter, oversees the JWCA process. The JROC performs four oversight functions:

(1) Directs JWCA to examine key relationships and interactions between joint warfighting capabilities.

(2) Reviews the JWCA team assessments and recommendations to improve joint warfighting effectiveness.

(2) Coordinates JWCA findings with the CINCs to assess acceptable risks and to ensure that joint warfighting requirement priorities are satisfied within established DOD resource constraints, while simultaneously ensuring joint interoperability, promoting economies of scale, and reducing parallel and duplicative efforts.

(4) Determines which JWCA recommendations to refer to the Chairman for possible inclusion in the CPR or CPA.

b. Director, Force Structure, Resources, and Assessment (J-8), Joint Staff. In accordance with the JROC Charter (reference b), the Director, J-8, serves as the JROC secretary and Review Board (JRB) chair. Reference b, Enclosure A, outlines the general responsibilities of the JROC Secretary. Specifically the JROC Secretary:

(1) Supports the JROC and CINCs in executing and integrating the JWCA process by planning and coordinating JWCA briefings to the JROC and periodic JROC trips to the CINCs.

(2) Ensures the JWCA administrative procedures are performed in accordance with references b and e to document and maintain proceedings of JWCA-related briefings to the JROC; to promulgate JROC decisions; and to maintain liaison with the CINCs.

(3) Provides periodic updates to OSD to ensure communication and harmonization between the JWCA process and other DOD activities.

c. JROC Review Board. The JRB membership and chair are stipulated in reference b. One JRB role is to assist the JROC in integration and oversight of the JWCA process as stipulated in reference b, Enclosure A. The JRB performs four specific integration and oversight functions:

(1) Reviews and shapes the nominated JWCA topics prior to JROC consideration.

(2) Nominates additional JWCA topics for JROC consideration and advises the JROC chair on other issues that require council review.

(3) Provides a focus for the JWCA by shaping and directing the JWCA process through initial reviews of team insights, findings, and recommendations as well as provides guidance and direction to the JWCA teams prior to the final JROC review.

(4) Interfaces with the CINCs' staffs on capabilities issues to ensure that the assessment process incorporates the CINCs' joint requirements.

d. CINCs. The CINCs participate fully in the JWCA process. The CINCs propose assessment topics during the annual call for topics (Table E-1, Enclosure E). CINC representatives participate in and obtain information from JWCA team meetings. CINC representatives provide feedback on CINC issues and concerns on the assessment topics to the JWCA team leader via classified e-mail, the Global Command and Control System (GCCS), fax, phone, video teleconference (VTC), etc. CINCs receive all JWCA results that are presented to the JRB and JROC during the JWCA milestone events (Enclosure E) via the GCCS. To encourage further open and candid interaction within the assessment process, semiannually, the JRB provides informal coordination of the assessments with the CINCs' staffs, and the JROC provides formal JWCA briefs to the CINCs. CINC inputs assist the Chairman in developing the CPR and CPA. Enclosure E provides a description of the JWCA events.

e. JWCA Sponsors. The JROC chair appoints directors of Joint Staff directorates as JWCA sponsors. Each JWCA sponsor:

- (1) Establishes JWCA teams to conduct assessments in accordance with reference b.
  - (2) Assigns a subordinate Joint Staff GOFO to oversee the JWCA teams.
  - (3) Assigns a Joint Staff officer to direct and guide each JWCA team.
  - (4) Provides functional oversight and guidance by ensuring that the JWCA teams:
    - (a) Define assessment domains for JROC approval.
    - (b) Establish charters to guide JWCA operations.
    - (c) Establish the measures of effectiveness and metrics for each team and specific assessment topic.
    - (d) Identify critical deficiencies and strengths in joint warfighting capabilities within the JWCA domain to provide specific program recommendations.
    - (e) Define appropriate methodologies, scenarios, and data to develop findings, alternatives, and recommendations to satisfy joint warfighting requirements within acceptable risk levels and within DOD resource constraints and to provide operational efficiencies.
    - (f) Conduct open, inclusive, regular meetings with balanced participation from the Services, CINCs, OSD, the National Guard, Reserve components, Defense agencies, and Joint Staff representatives.
  - (5) Periodically briefs JWCA team assessments to the JROC. This responsibility can be delegated to the JWCA GOFO.
  - (6) Accompanies the JROC on periodic visits to CINCs. This responsibility can also be delegated to the JWCA GOFO.
  - (7) Ensures consonance between JWCA recommendations and other products of the JSPS outlined in reference c.
- f. JWCA General Officer/Flag Officer. JWCA sponsors appoint subordinate Joint Staff GOFO to serve as the JWCA GOFO. Each JWCA GOFO:

(1) Ensures the JWCA team fulfills JROC-directed assessment responsibilities and taskings.

(2) Provides direct supervision of the JWCA team leaders.

(3) Provides direct functional oversight of the JWCA team assessments by:

(a) Reviewing JWCA team-nominated assessment topics.

(b) Scrutinizing team assessments to ensure that findings, alternatives, and recommendations are consistent with methodologies, scenarios, and available data.

(c) Ensuring JWCA briefings justify recommendations and alternatives to enable the JROC to make the necessary decisions required to support the joint warfighter.

(4) Presents the JWCA results to the JROC, as required.

(5) Accompanies the JROC and JRB, as directed, on periodic visits to CINCs.

g. JWCA Team Leaders. JWCA sponsors appoint subordinate Joint Staff officers to serve as team leaders. Each JWCA team leader:

(1) Directs and guides the team in completing assessments.

(a) Ensuring that all the JWCA team members, including CINC representatives, participate in the assessment efforts throughout the process. Communication with the CINC representatives is essential to the success of the process. CINC representatives can be contacted via VTCs, classified e-mail, GCCS homepages, fax, and secure telephone.

(b) Ensuring the team's assessments are coordinated with other JWCAs when applicable.

(c) Supporting the lead JWCA on assessing issues which impact directly on multiple JWCAs, when designated by the JROC as a supporting JWCA.

(d) Holding periodic JWCA team meetings to enable the members to actively participate.

(2) Organizes the JWCA team's work as directed by the JROC in accordance with the JRB guidance and the functional advice of the JWCA sponsor and GOFO.

(3) Ensures the team presentations are prepared according to the prescribed formats (reference e) for the milestone events listed in Enclosure E.

(4) Requests study money for JROC-approved JWCA topics in accordance with established procedures.

(5) Accompanies the JRB on periodic visits to CINCs to brief JWCA topics, to coordinate JWCA work with the CINCs' staffs, and to solicit feedback.

(6) Ensures JWCA domain is reviewed, updated, and approved by the JROC annually. This action ensures that the JWCA's domain remains relevant and accurate.

(7) Ensures that a JWCA charter is developed and submitted to the JROC for approval. Subsequently, ensures the charter is reviewed and updated annually.

h. JWCA Teams. The JROC established JWCA teams in April 1994 to assess warfighting capabilities. These assessments generate discussion and formulate the military recommendations on the joint warfighting requirements. To accomplish this task in accordance with reference b, the JWCA teams:

(1) Are matrix organizations composed of warfighting and functional area experts. Specific team members vary depending on the issues, but the process remains an open DOD partnership to ensure a variety of perspectives enter into the process.

(a) Teams will consist of full-time Joint Staff directorate, Service, unified command, OSD staff, National Guard, and Reserve component representatives as well as representatives from JWCA teams that have overlapping/interrelated domains.

(b) Membership will be dependent upon the issues being examined. For example, representatives may be from various Defense agencies or centers or from other JWCA domains that are impacted by an assessment, which cuts across JWCA domains, but are not normally interrelated.

(2) Assess joint warfighting capabilities, usually resulting in the development of CPR and CPA language.

(a) CPR Assessments. The JWCA team will conduct capabilities assessments and will recommend improvements to joint warfighter capabilities. Assessments are conducted to determine possible alternatives to joint warfighting deficiencies or to influence programmatic decisions over the FYDP. Although often a lower priority, long-term joint warfighting requirements and desired capabilities can be studied also. Usually completed capabilities assessments provide programmatic recommendations for the Chairman to include in the CPR.

(b) POM Assessments. The JWCA teams will conduct independent assessments of Service and agency POMs. The JWCA teams will include the joint warfighting impact, risk, and rationale of current Service or agency funding. They comment as to whether the Service POMs comply with the NMS and the DPG and provide recommendations in support or in exception to current Service or agency funding. Based upon their assessments, the JWCA teams will provide recommendations and rationale including potential funding alternatives and associated risks to the JROC for possible consideration by the Chairman in the CPA.

(3) Monitor other Joint Staff, OSD, Services, CINCs, or DOD studies and assessments to provide the JRB and JROC with information on other findings and recommendations. Monitoring JWCA efforts avoids redundancy or duplication within DOD, while enabling the JROC to make informed decision on the issues being assessed by organizations outside the JWCA process. Non-JWCA actions do not always directly lend themselves to recommendations for improvements in joint warfighting. Therefore, the JWCA teams may use the results of other assessments or studies as a springboard to conduct a related assessment focused on providing joint warfighting solutions and potential CPR or CPA recommendations.

(4) Provide occasional special topic information briefings to JRB, JROC, or CINCs on DOD issues.

(5) Will develop, design, or construct systems, programs, doctrine, CONOPs, or architectures only when specifically directed by the JROC. The JWCA team's work, by design, focuses on assessing warfighter needs and potential solutions.

(6) Will not use JS Form 136 to coordinate official Service or agency position. In accordance with reference b, communication between the JWCA team leader and the Service, CINC, or agency representatives will be direct. Full participation in the process by the

Service, CINC, and agency representatives allows various organizational perspectives and expertise to be brought to the process. However, participation shall not be construed as official Service, CINC, or agency coordination or concurrence.

(7) Follow guidance in Enclosure E for assessment topic generation, approval, development, coordination, and completion.

i. JWCA Team Members. Participation of each JWCA team member is imperative. Active participation ensures that all aspects of joint warfighting are considered and completely addressed in the JWCA teams assessments. Active participation by the designated representatives helps to ensure continuity. Specifically each JWCA team member will:

(1) Interact with their Service or agency to ensure that subject matter experts are consulted.

(2) Ensure that their organization is represented by knowledgeable individuals prepared to discuss the agenda topics.

(3) Nominate new potential JWCA topics.

(4) Participate in team assessments by:

(a) Reviewing the findings.

(b) Developing alternatives for consideration.

(c) Determining the recommended alternative.

(d) Developing and reviewing briefings for JRB, CINCs, and JROC.

(5) Advise the JWCA team leader on Service, agency, or CINC positions on issues being assessed.

j. Joint Requirements Division (JRD), J-8. The JRD chief is the JRB secretary. The division assists Director, J-8, in fulfilling the responsibilities of the JROC secretary, and supports JROC, JRB, and JWCA processes. The division:

(1) Has three branches -- JROC Secretariat Branch, Planning and Integration Branch (PIB), and CINC Liaison Branch (CLB).

(2) Plans and publishes the JWCA milestone events listed in Enclosure E.

- (3) Coordinates JWCA milestone events.
- (4) Ensures the JWCA administrative procedures are performed in accordance with references b and e.
- (5) Ensures the proceedings of the JWCA-related briefings are documented.
- (6) Ensures the JROC- and JRB-related briefing materials, memorandums, and minutes are maintained.
- (7) Transmits the JRB guidance and JROC decisions to JWCA teams.
- (8) Provides liaison officers for each JWCA team.
- (9) Provides coordination and liaison with the CINCs.
- (10) Sends out the annual call for potential JWCA topics to the CINCs and Services.
- (11) Collects and distributes the topic recommendations received from the CINCs and Services.

ENCLOSURE E

OPERATION OF THE JOINT WARFIGHTING  
CAPABILITIES ASSESSMENT PROCESS

1. Purpose. This enclosure describes the operation of the JWCA process. This enclosure explains and illustrates the process milestones, sequence, and timeline. It explains how assessment topics are generated and approved, and how assessment findings and recommendations are reviewed, vetted, and approved prior to submission to the Chairman.
2. Introduction. The JWCA process operates on annual cycle that supports framing the CPR, and CPA. The CPR and CPA fulfill the Chairman's title 10 responsibility to advise the Secretary of Defense regarding budget proposals and program recommendations. Therefore, the JWCA process timing is tied to, but not a direct part of the PPBS. The PPBS links are the Chairman's input to the DPG through the CPR and input to the PDM through the CPA.
3. Process Milestones. Figure E-1 illustrates the process milestones and cycle. The annual JWCA process cycle begins with the call for assessment topics and ends with signing and coordinating the CPR. Table E-1 contains the list of the milestone events of the JWCA process. Five annual milestone events correspond to the process inputs and outputs. The three process inputs include the call for topics from the CINCs and Services, the issuance of annual guidance to the JWCA's, and the presentation and approval of proposed JWCA topics. The two process outputs include the coordination and signing of the CPA at mid-cycle, and the CPR at the end of the cycle. Additionally, six semiannual milestones are sandwiched between the process inputs and outputs. The semiannual milestones include the JRB in-progress reviews (IPR), JROC IPR, JRB CINC trips, JRB off-site conferences, JROC off-site conferences, and the JROC CINC trips.

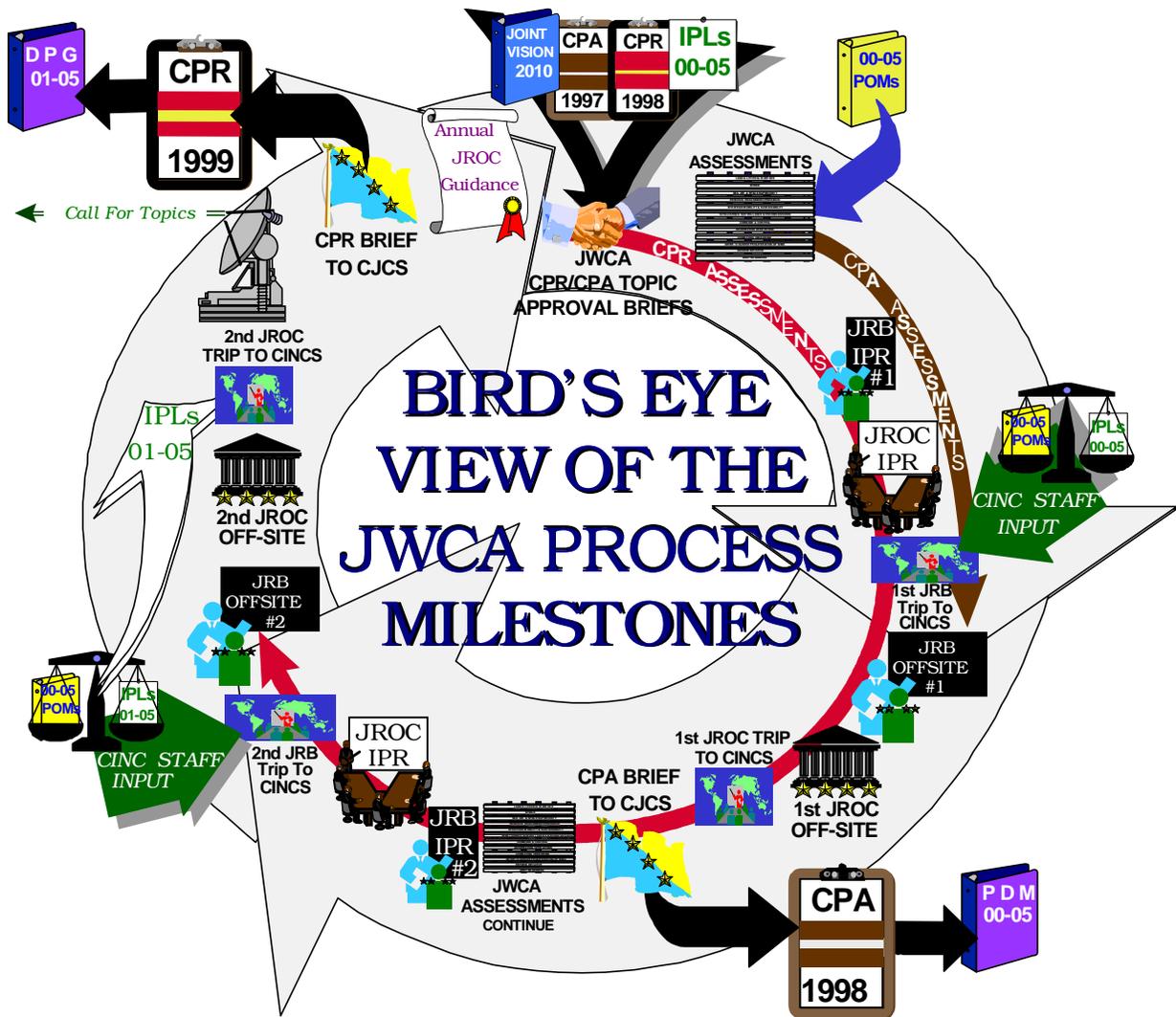


Figure E-1. Process Milestones and Cycle

TABLE E-1. JWCA Milestones

MILESTONE	PURPOSE	FREQ	APPROX TIMING	BRIEFER
Call for Topics	Obtain topic recommendations from the CINCs and Services.	Annually	About 2 weeks prior to the signing the previous cycle's CPR.	None, inputs distributed in writing to process participants.
Annual Guidance	JRB develops and coordinates annual guidance that establishes the JWCA teams' focus for the upcoming year. Published after approved by the JROC.	Annually	Shortly after the current CPR is signed to end previous cycle.	None; distributed in writing to the process participants.

MILESTONE	PURPOSE	FREQ	APPROX TIMING	BRIEFER
JWCA CPR / CPA Topic Approval Brief	JRB nominates recommended list of new CPR/CPA study topics & CPR continuation topics.	Annually	About 1 month after Chairman signs the previous cycle's CPR.	JWCA team leaders.
	----- JROC approves list of new and continuation JWCA study topics.	Annually	About 2 weeks after JRB review.	Designated by JROC Secretary.
JRB In-Progress Reviews (IPR)	A 3-day conference to obtain update on interim findings on each topic as prebriefing for CINC trip; JRB provides guidance to shape and direct assessments. The scheduling of JRB IPR #1 should enable the JRB to direct the JWCA to submit Category II Summer Issues to OSD PA&E on previous CPR-related topics.	Semi-annually	<u>JRB IPR #1:</u> after POMs submitted but before CAT II Summer Issues suspense.  <u>JRB IPR #2:</u> about 6 months after topic approval briefings and 6 to 8 weeks after CPA signing.	JWCA team leader or GOFO.
JROC In-Progress Review (IPR)	A 1-day conference to provide executive level update for the JROC on the progress of the assessments. Enables the JROC to ensure that the assessments are progressing as intended.	Semi-annually	Shortly after the JRB IPRs but before the JRB trips to the CINCs.	Designated by JROC Secretary.
JRB Trip to CINCs	Provide CINCs' staff with update on topics & obtain feedback on CINC staff concerns on JWCA and non-JWCA related issues.	Semi-annually	Each trip begins about 2 weeks after the IPR and lasts 11 duty days.	JWCA team leader or GOFO
JRB Off-site	A 3-day conference to recommend CPA/CPR language, update status of continuing assessments; recommend briefs for JROC trip. Review updated JWCA domains during the second off-site.	Semi-annually	About 1 month after JRB CINC trip.	JWCA team leader or GOFO

MILESTONE	PURPOSE	FREQ	APPROX TIMING	BRIEFER
JROC Off-site	A 1-day conference to determine CPA/CPR language for recommendation to CJCS; determine briefs for JROC CINC trip, and as required, the status of continuing studies. Review and approve updated JWCA domains during second offsite.	Semi-annually	About 2 weeks after JRB off-site.	JWCA sponsor or GOFO.
JROC Trip to CINCs	Provide CINCs with update on critical issues, with review of JWCA results, and with an overview of CPA/CPR language; obtain CINCs' feedback and concerns on CPA/CPR and non-CPA/CPR related issues.	Semi-annually	About 1 or 2 weeks after JROC off-site; <u>trip #1</u> to hubs for conferences with multiple CINCs; <u>trip #2</u> to each individual CINC.	JWCA sponsor or GOFO.
CPA	CJCS provides personal advice on alternative program recommendations & budget proposals to the SecDef.	Annual mid-cycle process output	About 2 weeks after JROC CINC trip; Between PDM I & PDM II but not less than 2 weeks before PDM II draft sent to SecDef.	None.
CPR	CJCS provides personal advice on programming guidance to the SecDef.	Annual end of cycle output	About 2 weeks after JROC CINC trip; 2 weeks prior to DPG draft sent to SecDef.	None.

#### 4. Topic Generation and Approval

a. Most JWCA topics are developed, presented, and approved annually. The JWCA's screen CINC and Service topic suggestions, received from the first milestone (annual call for topics), along with inputs from other sources (NMS, previous CPRs and CPAs, Joint Vision 2010 (JV 2010), JRB/JROC direction, JWCA team members, etc.). These items are used to develop a list of possible CPR and CPA topics and include monitoring assessments and studies from other organizations. Using the published "Annual JROC Guidance," the JWCA's prioritize potential topics along with the continuing topics and present them to the JRB for review. The JRB provides guidance and recommends approval or

disapproval of the proposed topics. New and continuing topics are then presented to the JROC for approval.

b. A majority of topics are generated and approved at the beginning of the cycle; however, the flexible, responsive process can field issues anytime during the year. For example,

(1) CPA topics often pop-up when the JWCA teams discover unexpected differences between POMs and the DPG that may impact joint warfighting. These topics are usually introduced to the JRB during the first IPR.

(2) Quick-turn assessments of Category II Summer Issues directed by the JRB chair, provide a joint warfighting input on the controversial programs to OSD. If the OSD resolution does not coincide with the JWCAs' joint warfighting recommendations, the summer issue, once vetted with the JROC, may serve as additional input for the CPA.

(3) Out-of-cycle CPR topics:

(a) Arise due to unexpected changes in strategic environment, national policy, or significant operational deficiencies identified in the CINCs' Joint Monthly Readiness Reviews (JMRR). Some JMRR-identified deficiencies may require long-term programmatic fixes; therefore, the JRB chair passes these deficiencies to a JWCA team for review.

(b) Arise in response to CINC inputs during the semiannual JRB and JROC trips to the CINCs.

(c) Are presented for JRB review and JROC approval at either a JWCA milestone events or semiweekly JRB/JROC meetings.

(d) May not automatically be approved for immediate study due to JWCA resource limitations.

(e) With a lower priority than ongoing topics may be deferred to the next cycle.

## 5. Review and Approval of CPR/CPA Recommendations

a. JRB Review of JWCA Work. In addition to reviewing proposed JWCA topics prior to JROC approval, the JRB reviews the findings and recommendations from the JWCA teams assessments during four JWCA milestone events -- the semiannual IPRs and JRB off-sites.

(1) At the first IPR, JRB reviews the initial JWCA POM findings and alternatives under consideration. JRB also reviews the status of the CPR assessments and preliminary findings. The JRB uses the first IPR to ensure that the CPR assessments are on track to provide guidance and direction on the POM assessments, and to preview the material to be taken on the JRB CINC trip.

(2) During the first JRB off-site conference:

(a) The JRB reviews programmatic alternatives and proposed CPA recommendations. The JRB reviews the non-JWCA topic inputs from the CINCs that were received during the recently completed JRB/JWCA team CINC trip.

(b) The JRB helps the JWCA teams fine-tune the recommendations; provides specific guidance on the teams' upcoming JROC presentation; and recommends disposition on the CINC inputs.

(c) If JRB guidance or direction is required, the JWCA teams can present portions of CPR topics.

(3) During the second IPR, JRB reviews the JWCA CPR findings and potential alternatives. The JRB also provides guidance and direction to JWCA teams concerning the preparation of final recommendations, and previews the material to be taken on the second JRB CINC trip.

(4) During the second JRB off-site conference:

(a) The JRB does a final review of the JWCA teams assessments.

(b) The JRB reviews the assessment alternatives and JWCA teams' CPR recommendations, provides guidance to fine-tune these recommendations, and gives specific direction to the JWCA teams as the JROC presentations are prepared.

(c) The JRB reviews, critiques, and recommends changes to the JWCA teams' proposed updated domains in preparation for JROC approval.

b. CINC Process Participation. CINC participation is vital. The CINCs provide valuable feedback JWCA team recommendations as well as feedback on issues of interest that are not necessarily JWCA topics to the JRB/JROC. This input is a source of pop-up and out-of-cycle JWCA topics. The CINCs participate in five ways:

(1) CINCs propose assessment topic in response to the annual call for topics.

(2) CINCs provide representatives to the JWCA teams who provide inputs as the assessments are conducted. Participation can be done via the classified e-mail, GCCS homepages, fax, and telephone. E-mail addresses and phone numbers for CINC representatives as well as the JWCA team leaders can be obtained through JRD, CLB, J-8 Joint Staff.

(3) CINCs' staffs periodically review JWCA teams' predecisional work in progress from the IPRs, and off-site conferences. These JRB and JROC briefings are placed on the J-8 CLB GCCS homepage.

(4) CINCs' staffs review JWCA findings and potential alternatives that are presented during the semiannual JRB CINC trips.

(5) CINCs have the opportunity to personally review the JWCA recommendations that have been vetted through the JROC during the semiannual JROC CINC trips. This enables the JROC and the CINCs to discuss the joint warfighting impact of CPR and CPA recommendations.

c. JROC Review and Approval of JWCA Recommendations. The JROC approves proposed JWCA topics and reviews and approves the JWCA recommendations during the semiannual JROC off-site conferences.

(1) During the first IPR, the JROC receives an executive update on CPA findings, CPA alternatives, and initial CPR findings. This event enables the JROC to provide guidance and direction to the JWCA teams.

(2) JROC reviews, approves, or modifies CPA recommendations during first off-site conference. The JROC also reviews JRB-recommended special topic briefings to determine which topics will be presented during the JROC CINC trip.

(3) The JROC receives an executive update on CPR findings and potential alternatives during the JROC IPR. This event enables JROC to provide guidance and direction to the JWCA teams.

(4) Second JROC off-site conference, near the end of the annual cycle, is used to review, approve, or modify the CPR recommendations and to review the JRB-recommended special topics briefings. At off-site conference, the JROC determines which special topic briefs will be presented during the JROC CINC trip. JROC reviews and approves the updated JWCA domains to ensure relevance and accuracy.

(5) After the semiannual JROC visits to the CINCs, the JROC CPA and CPR recommendations to the Chairman are finalized using inputs from the CINCs.

6. Milestone Timing. The process output milestones are established annually to ensure that the CPR and the CPA are completed in time to influence the DPG and the PDM.

a. Other milestones depend on the availability of the JROC chair and members to travel and participate in JWCA conferences; of CINCs and their staffs; and of the JRB chair and members to participate in JWCA-related events.

b. Timing the milestone events (see Table E-1) ensures that JWCA teams have adequate time to develop the assessment findings, form alternatives, and determine the CPR and CPA recommendations. For example, the IPR and JRB CINC trips should be scheduled to ensure that JWCA teams have adequate time to form preliminary alternatives from the assessment findings prior to the IPRs and JRB CINC trips. Furthermore, the schedule should provide adequate time between the JRB CINC trip and the JRB off-site conference to ensure that JWCA teams can incorporate the JRB and CINC inputs in the assessment alternatives and develop the CPR and CPA recommendations.

c. The timeline in Figure E-2 illustrates a typical schedule for the process milestones using the approximate timing guidelines listed in Table E-1.

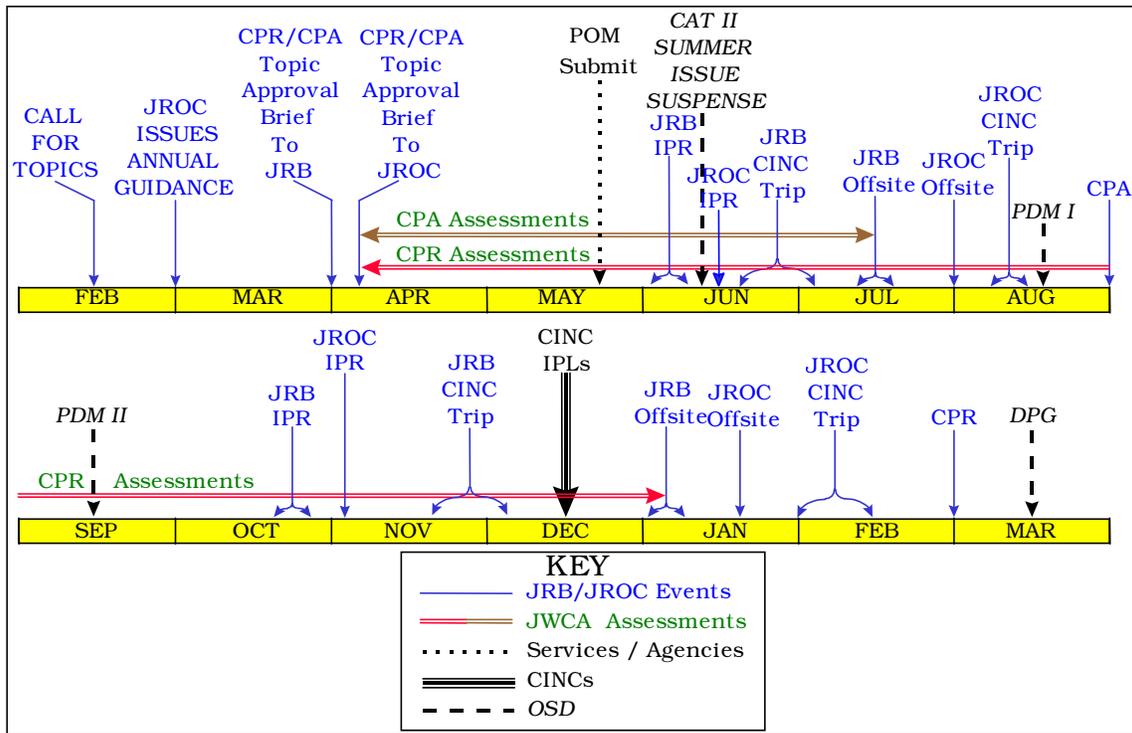


Figure E-2. Typical Scheduling for JWCA Process Milestones

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GLOSSARY

PART I--ABBREVIATIONS AND ACRONYMS

BES	budget estimate submissions
CBT	combating terrorism, JWCA
CINCS	commander of a combatant command
CLB	CINC Liaison Branch, JRD, J-8
CPA	Chairman's Program Assessment
CPR	Chairman's Program Recommendations
C2	command and control, JWCA
C4S	command, control, communications, and computer systems
DET/CP	deterrence/counterproliferation of WMD, JWCA
DOD	Department of Defense
DPG	Defense Planning Guidance
FYDP	Future Years Defense Program
GCCS	Global Command and Control System
GOFO	general officer/flag officer
IO	information operations, JWCA
IPL	integrated priority list
IPR	in-progress review
ISR	intelligence, surveillance, and reconnaissance, JWCA
JMRR	Joint Monthly Readiness Review
JOA	joint operating area
JPD	joint planning document
JR	joint readiness, JWCA
JRB	Joint Requirements Oversight Council Review Board
JRD	Joint Requirement Division, J-8
JROC	Joint Requirements Oversight Council
JSPS	Joint Strategic Planning System
JWCA	Joint Warfighting Capabilities Assessment
LLW	land and littoral warfare, JWCA
MEF	Marine expeditionary force
MORS	Military Operations Research Society
NMS	National Military Strategy

off-site	JRB or JROC off-site conferences
OSD	Office of the Secretary of Defense
PBD	program budget decision
PIB	Planning and Integration Branch, JRD, J8
PDM	Program Decision Memorandum
POM	Program Objective Memorandum
PPBS	Planning, Programming, and Budgeting System
RE/P	regional engagement/presence, JWCA
RI	reform initiative, JWCA
SASS	sea, air, and space superiority, JWCA
SecDef	Secretary of Defense
STRAT MOB	strategic mobility and sustainability, JWCA
Strike	strike, JWCA
USC	United States Code, title 10, United States Code, section 153 (10 USC 153)
VTC	video teleconference
WMD	weapons of mass destruction

## PART II--DEFINITIONS

annual guidance. A yearly event in the JWCA process where guidance that establishes the focus for the upcoming year is provided to the JWCA teams from the JROC. The annual guidance enables the JWCA teams to prioritize assessment topics prior to being presented to the JRB and JROC for approval.

budget estimate submission (BES). Budget estimates from the Services, Defense agencies, and USSOCOM are submitted to the Secretary of Defense. These estimates are consolidated into the Defense budget and reviewed by OSD and OMB to ensure consistency with fiscal guidance.

Category II Summer Issues. Program issues raised by CINCs, Services, Joint Staff, or Defense agencies and addressed by OSD during their summer program review.

call for topics. An annual formal request for JWCA topics from the Services and CINCs.

Chairman. Chairman of the Joint Chiefs of Staff.

Chairman's Program Assessment (CPA). Chairman's personal advice to the Secretary of Defense concerning POM compliance to established priorities in strategic plans and CINC requirements. CPA contains alternative program recommendations and budget proposals from the Chairman.

Chairman's Program Recommendations (CPR). Chairman's personal memorandum containing recommendations for SecDef consideration as the DPG is completed.

combatant commanders (CINCs). Regional or functional warfighters that execute military strategy.

Combating Terrorism (CBT), JWCA. A JWCA team that assesses the antiterrorism and force protection requirements of the joint warfighter for the JROC.

Command and Control (C2), JWCA. A JWCA team that assesses the joint C4 systems capabilities and requirements of the CINCs for the JROC.

command, control, communications, and computer systems (C4S). Integrated systems of doctrine, procedures, organizational structures, personnel, equipment, facilities, and communications designed to support a commander's exercise of C2, through all phases of the operational continuum.

continuation topics. JWCA topics that were not completed during a previous cycle, and are presented by the JWCA team to the JROC for approval to continue the assessment efforts during the new cycle.

Defense Planning Guidance (DPG). Key planning document of the PPBS issued by the Secretary of Defense after consulting with the Joint Chiefs of Staff, Services, and combatant commanders. It provides threat assessment, policy, strategy, force planning, and fiscal guidance to all DOD organizations.

Deterrence/Counterproliferation (DET/CP), JWCA. A team that assesses the joint warfighting capabilities and requirements to deter and defend against potential adversaries' use of WMD for the JROC.

domain. The sphere of influence or activity of the JWCA team. Defines the scope of responsibilities related to all aspects of joint warfighting.

Future Years Defense Program (FYDP). Secretary of Defense-approved plans and programs for the Department of Defense. The FYDP is published annually.

Information Operations (IO), JWCA. A JWCA team that assesses IO joint warfighting capabilities and requirements for the JROC.

in-progress review (IPR). Semiannual event in the JWCA process during which teams provide an assessment status to the JRB or JROC.

issue. A matter that is in dispute between two or more parties. A point of debate or controversy.

integrated priority list (IPL). A list of a combatant commander's highest priority requirements, prioritized across Service and functional lines, defining shortfalls in key programs that adversely affect the capability of the combatant commander's forces to accomplish assigned missions. The integrated priority list provides the combatant commander's recommendations for programming funds in the PPBS process.

Intelligence, Surveillance, and Reconnaissance (ISR), JWCA. A JWCA team that assesses the intelligence warfighting capabilities and requirements for the JROC.

joint planning document (JPD). A stand-alone document that supports the NMS by providing concise programming priorities, requirements, or advice to the Secretary of Defense for consideration during the preparation of the Defense Planning Guidance.

Joint Readiness (JR), JWCA. A JWCA team that assesses the warfighting capabilities and requirements that impact directly on JR for JROC.

Joint Requirements Division (JRD). J-8 Division, Joint Staff, that plans, coordinates, and supports all JROC/JRB events and activities. JRD provides liaison to JWCA teams and CINCs. The Chief, JRD, serves as the JRB Secretary.

Joint Requirements Oversight Council (JROC). A CJCS advisory council that identifies, assesses, and prioritizes joint military requirements and acquisition programs to meet the NMS. JROC considers alternatives to acquisition programs that have been identified to meet military requirements; and assigns joint priority to major programs that meet valid requirements identified by the combatant commands, Services, and other DOD agencies.

Joint Requirements Oversight Council Review Board (JRB). A GOFO board established to assist in carrying out JROC duties and responsibilities.

Joint Strategic Planning System (JSPS). The primary means by which the Chairman of the Joint Chiefs of Staff, in consultation with members of the Joint Chiefs of Staff and CINCs, (1) carries out statutory responsibilities to assist the President and Secretary of Defense in providing strategic direction to the Armed Forces; (2) advises the President and Secretary of Defense on requirements, programs, and budgets; and (3) assesses the capabilities of the Armed Forces of the United States and its allies as compared with those of their potential adversaries.

Joint Warfighting Capabilities Assessment (JWCA). An annual cyclic process of appraising joint warfighting capabilities and requirements for the JROC. Assessments yield recommendations for JROC consideration. Recommendations once vetted with the CINCs are forwarded to the Chairman of the Joint Chiefs of Staff for consideration for inclusion in the CPR or CPA, which are the Chairman's personal correspondences to the Secretary of Defense.

JRB CINC trips. Semiannual JWCA process events during which the JRB accompanied by the JWCA team leaders and GOFOs visits each CINC and presents the teams' assessment, findings, and alternatives to the CINCs' staff.

JRB off-site conference. Semiannual JWCA events during which the JWCA team leader or GOFO presents the assessment alternatives and CPA/CPR recommendations to the JRB for review.

JROC CINC trips. Semiannual JWCA events in the where the JROC accompanied by the JWCA sponsor or GOFO visits the CINCs and presents the assessment alternatives and CPR and CPA recommendations for CINC review and comment.

JROC off-site conference. Semiannual events during which the JWCA sponsor or GOFO presents the assessment alternatives and CPA and CPR recommendations that were vetted through the JRB to the JROC for consideration.

JWCA CPA/CPR topic approval brief. Annual events during which the JWCA team leaders brief the JRB on the proposed CPR and CPA assessment topics. The list of topics recommended by the JRB is sent to the JROC for approval. The JWCA teams begin the assessments only after the proposed topics are approved by the JROC.

Land and Littoral Warfare (LLW), JWCA. A team, which assesses the joint warfighting capabilities and requirements for the battlespace occupied by Army corps, MEF, or special operations forces.

out-of-cycle topics. Potential CPR-related issues which the JWCA teams or other process participants bring up for consideration during the year, after the annual topic approval brief.

pop-up topics. Potential CPA-related issues which the JWCA teams or other process participants bring up for consideration during the year after the annual topic approval brief.

Planning, Programming, and Budgeting System (PPBS). An integrated system for establishing, maintaining, and revising the FYDP and the DOD budget. Through this system, an attempt is made to combine and analyze policy with budgetary allocation.

Program Budget Decision (PBD). A Secretary of Defense decision in prescribed format authorizing changes to a submitted budget estimate and the FYDP.

Program Decision Memorandum (PDM). A document that contains Secretary of Defense decisions on the Service and DOD agency POM.

Program Objective Memorandum (POM). A memorandum in prescribed format submitted to the Secretary of Defense by a Service Secretary or Director of a DOD agency that recommends total resource requirements within the parameters of the fiscal guidance published by the Secretary of Defense. The POM funds current (ongoing) programs as well as future requirements.

Reform Initiative (RI), JWCA. A team that assesses the impacts of reform initiatives on joint warfighting capabilities and readiness.

Regional Engagement/Presence (RE/P), JWCA. A team that assesses the adequacy of DOD resources for CINC overseas presence and engagement activities.

Sea, Air, and Space Superiority (SASS), JWCA. A team that assesses the joint warfighting capabilities and requirements to gain and maintain sea, air, and space superiority.

Strategic Mobility and Sustainability (STRAT MOB), JWCA. A team that assesses the joint warfighting capabilities and requirements related various aspects of focused logistics.

Strike, JWCA. A team that assesses the joint warfighting capabilities and requirements for conventional strike weapons and platforms.

weapons of mass destruction (WMD). Nuclear, chemical, or biological weapons.

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